

## Staffing Requirements

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3. Dedicate, on a matrixed basis, Mitretek computer system development staff to design and implement the necessary support systems

Our progress in implementing this three-pronged staffing plan is now discussed.

### *Identify and Retain Experienced Numbering Plan Professionals*

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

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- [REDACTED]

**Staffing Requirements**

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[REDACTED]

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**Staffing Requirements**

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[REDACTED]

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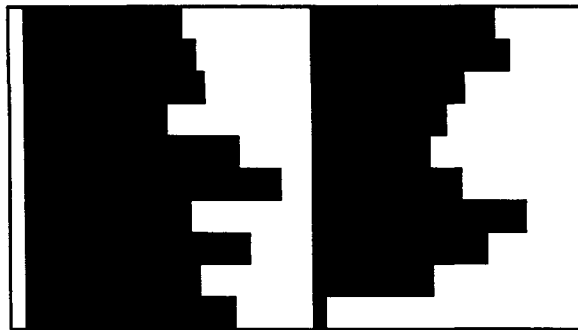
## Staffing Requirements

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[REDACTED]

[REDACTED]

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[REDACTED]

## Organizational Structure

### SECTION 9.5

#### 9.5 Organizational Structure

Mitretek recognizes the transition of NANP Administration functions as an extremely important and vital initiative for the participating countries and the telecommunications industry. Accordingly, Mitretek has identified the NANP Administration as a key element of the corporation's activities and has committed key resources to ensure the NANP Administration success. Mitretek proposes an organizational structure that will effectively transition and administer the NANP. The Mitretek proposal is founded on many years of corporate experience in providing telecommunications and information systems advice and assistance to our clients, as well as many years of direct corporate experience acting in sensitive roles requiring a neutral and conflict-of-interest-free posture.

This section provides the Mitretek proposal for how we will structure to meet the requirements specified in the NANC [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

##### 9.5.1 The NANP Administration in Mitretek

Mitretek will establish the NANP Administration as a separate and independent operating entity with its Center for Telecommunications and Advanced Technology (Figure 9-10). The NANP Administration, with management and staff dedicated to the NANC and the

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NANP Administration functions, will report directly to a Mitretek Vice President and Corporate Officer.



The Center for Telecommunications and Advanced Technology is responsible for the Mitretek telecommunications practice, as well as providing related communications and

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system analysis support in the area of intelligent transportation systems. The Center organization is presented in Figure 9-11. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

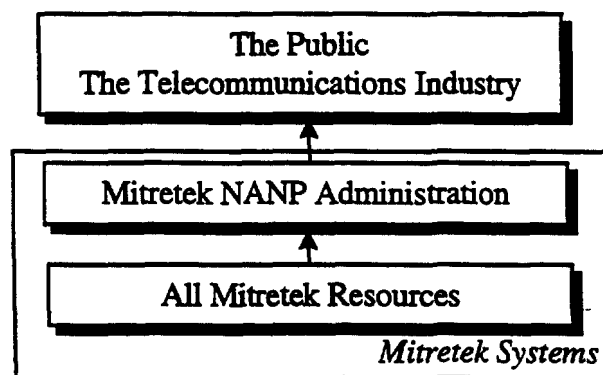
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As a division within Mitretek, the entire NANP Administration will have access to an extensive set of technical and facilities resources, including security services, the Mitretek Library, the Computer Center, the Finance Office, and the Office of Human Resources and Administration, as well as our technical centers of excellence (e.g., software, information systems, security), laboratories, auditoriums, and conference rooms. ■

#### 9.5.2 The NANP Administration Organization

The Mitretek NANP Administration will be focused on providing service to the ultimate customers - the public and the telecommunications industry (Figure 9-12). The public and the telecommunications industry will be the focus of the complete Mitretek NANP Administration, as well as any additional Center for Telecommunications and Advanced Technology or Mitretek resources required to successfully implement and operate the new NANP Administration.



**Figure 9-12. The Mitretek NANP Administration Will Be Focused on Service to the Public and the Telecommunications Industry**



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Mitretek spent considerable time analyzing the NANP Administration and COCA requirements to ensure that we correctly organized to meet the need of industry and the NANC. The scope of Mitretek's analysis included:

- Customer-focused orientation presented in Figure 9-12
- NANPA functional requirements and approach presented in Section 4
- COCA functional requirements and approach presented in Section 5
- Analysis of number and frequency of NPA and CO assignments presented in Requirements Document Attachment 1
- Analysis of scheduled NPA relief activities by location presented in Figures 9-18 through 9-22
- Thorough analysis of the workload required to perform every NANPA and COCA function
- Staffing requirements and plan presented in Section 9.4

From this analysis, Mitretek derived the following goals for the new NANP

Administration organization structure:

- Move managers and staff close, functionally and geographically, to the client
- Understand the 'local' and unique requirements of the client
- Centralize those functions that are common and provide support to the complete organization
- Focus all resources on the functions that directly affect the clients

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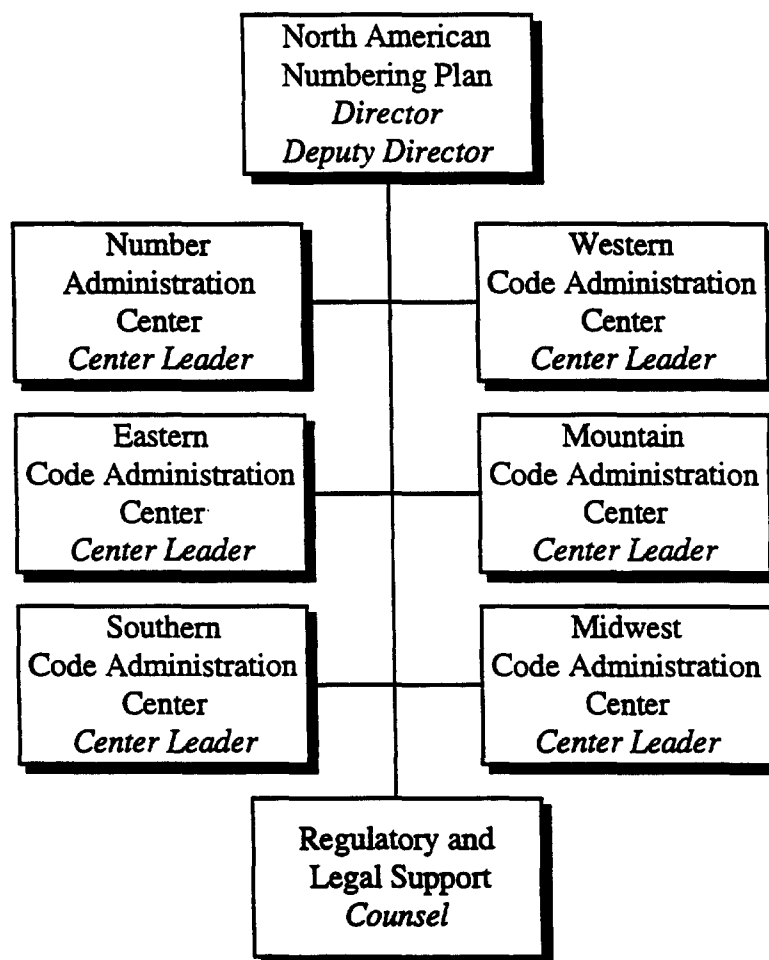
- Balance the number and frequency NPA relief activities across organizational components to ensure high quality relief planning
- Optimize the number of site locations with respect to service, responsiveness, and cost

As a result of our analysis, the Mitretek NANP Administration will be organized as shown in Figure 9-13. Lines of authority and reporting procedures, which follow our established organizational patterns, are direct and clearly defined to facilitate quick response to industry and NANC needs. The organization is notably flat to ensure an effective and efficient organization that is directly and substantially focused on the needs of the industry and the NANC.

The proposed Mitretek NANP Administration managers and staff will have a long-term commitment to, and personal stake in, the success of the NANP and its administration. Being responsible for all aspects of the Mitretek NANP Administration, the Director will provide a dedicated, full-time point of contact for providing assistance to the NANC and for addressing all NANP Administration matters. The Mitretek "Director" position is the highest level manager other than corporate officer. The NANP Administration Director will have full authority and responsibility for all aspects of the Mitretek NANP Administration. The NANP Administration Director will report directly to a Mitretek

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**Figure 9-13. The Mitretek NANP Administration Organization**

Corporate Officer. The Mitretek NANP Administration Director will be assisted by a Deputy Director and six Center Leaders, all experienced in the areas for which they will be responsible. The Center Leaders will report directly to the Mitretek NANP Administration Director. Members of the technical staff and support personnel will report to the Center Leaders. Regulatory and legal support will be provided by counsel reporting directly to the NANP Director. These managers and staff will bring to the management

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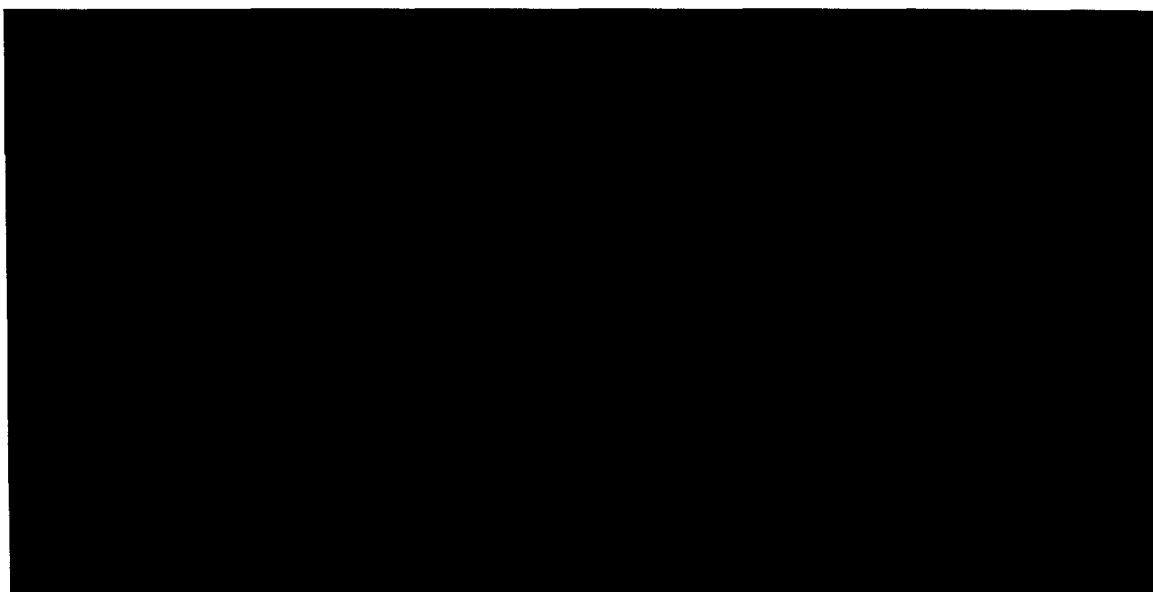
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team a well-balanced set of skills, experiences, knowledge, and expertise appropriate for the NANP Administration's role of administering the NANP in a neutral and unbiased manner. Several of the proposed management team members are currently working together in support of Mitretek's initiative to become the new NANP Administration. This management team includes experienced Mitretek managers, well-versed in Mitretek established management procedures, including Mitretek's procedures for managing neutrality and conflict-of-interest, personnel, facilities, and handling of classified, sensitive, and proprietary materials. Since each member has telecommunications- or NANP-related experience, the Mitretek NANP Administration management team will immediately be able to assist the NANC in meeting the goals and objectives of the NANP. One hundred percent of the Mitretek team that will transition the NANPA function in the first 60 days is dedicated and already working in McLean, Virginia.

***Mitretek NANP Administration Locations.*** As indicated, the Mitretek NANP Administration has been designed intentionally to be responsive to client numbering plan needs. In addition to being organizationally "flat," the Mitretek NANP Administration is geographically dispersed to ensure responsiveness, access, and knowledge of local issues. Figure 9-14 shows the location of Mitretek NANP Administration offices. To further emphasize the CO code administration function and the need for local access, [REDACTED] [REDACTED] In defining this

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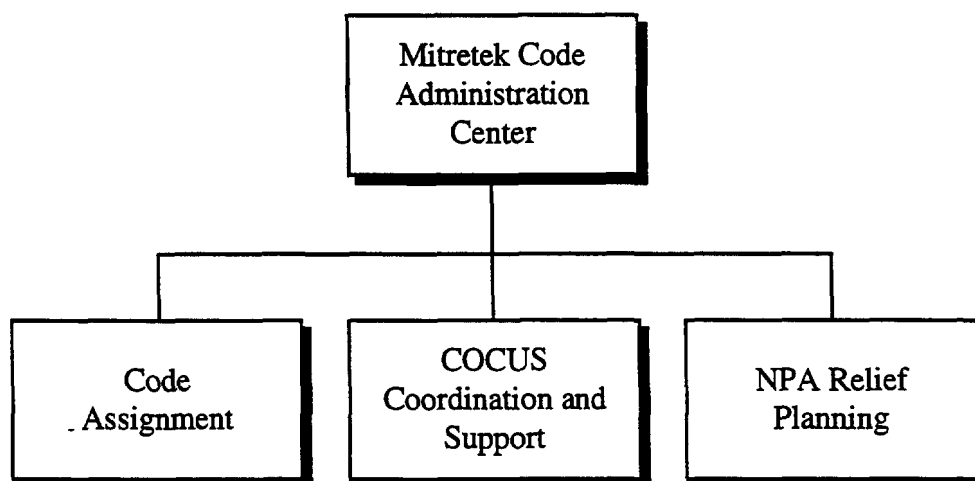


organization, Mitretek believed that the importance of being close to the clients was more important than the increased internal communications challenge and slightly decreased efficiency of centralization. Mitretek will effectively address the challenge of communicating in a geographically dispersed organization. We will not require the clients to be challenged by a centralized organization. Mitretek today operates many sites outside of our McLean, Virginia, facilities. Staff at these sites are assimilated into the Mitretek community through audio and visual teleconferencing facilities, as well as a number of modern, electronic collaboration tools.

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*Mitretek Code Administration Centers (MCACs).* As presented in Figure 9-15, the MCACs are organized into three functions: CO code assignments, NPA relief planning, and COCUS support and preparation.



**Figure 9-15. Representative Mitretek Code Administration Center Organization Structure**

The determination of the number of MCACs as well as their organization and staffing configuration, is based on Mitretek's analysis of COCA and NPA relief planning functions. The assignment of states to MCACs is shown in Figure 9-16. The number of currently identified NPA relief planning activities for each MCAC, as a function of time, is shown in Figure 9-17. Figures 9-18 through 9-22 summarizes the organizational structure, workload, and staffing level for each MCAC. Also shown is the implementation date for each MCAC. The implementation date is the date on which the specific MCAC will start

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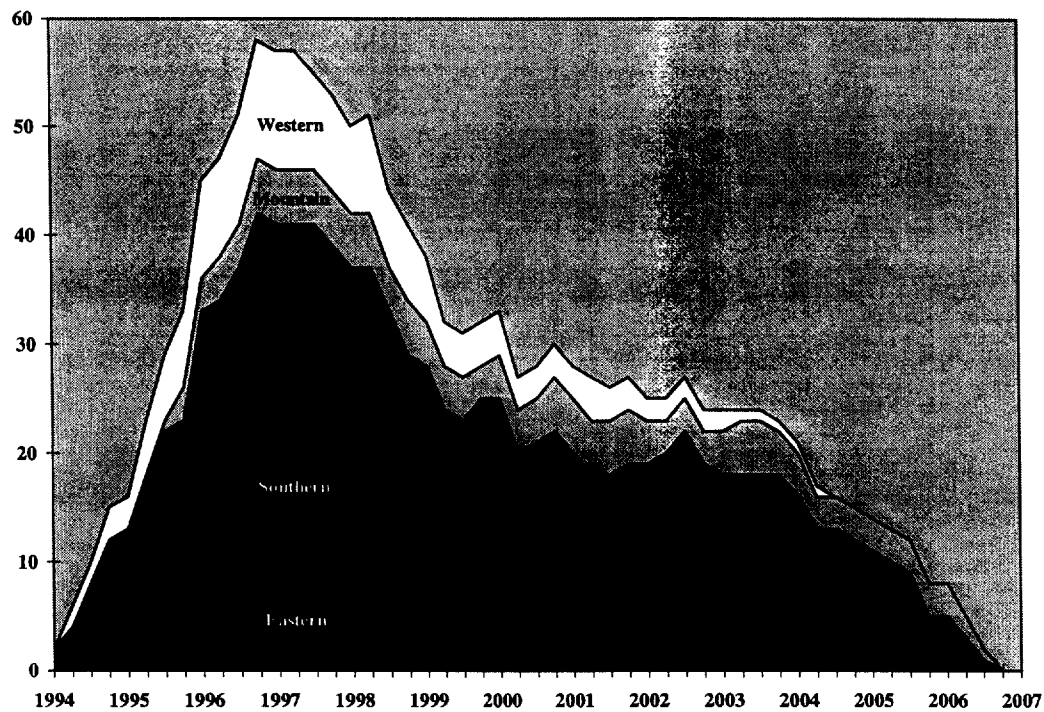
service. The establishment of the MCAC office and MCAC staffing will occur three months prior to the noted implementation date.

MCAC	States Assigned
Eastern	Massachusetts, Pennsylvania, New Jersey, Maryland, Virginia, New York, Connecticut, Vermont, Maine, Rhode Island, Delaware, Washington, DC, West Virginia
Southern	Kentucky, Tennessee, Louisiana, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Puerto Rico, Virgin Islands
Midwest	Michigan, Texas, Indiana, Arkansas, Oklahoma, Wisconsin, Missouri, Kansas, Ohio, Illinois
Mountain	Washington, Oregon, Idaho, Montana, Wyoming, Utah, Arizona, New Mexico, Colorado, Nebraska, South Dakota, North Dakota, Minnesota, Iowa, Alaska
Western	California, Nevada, Hawaii, Guam, Commonwealth of the Northern Mariana Islands

**Figure 9-16. Mitretek Code Administration Center Assignments**

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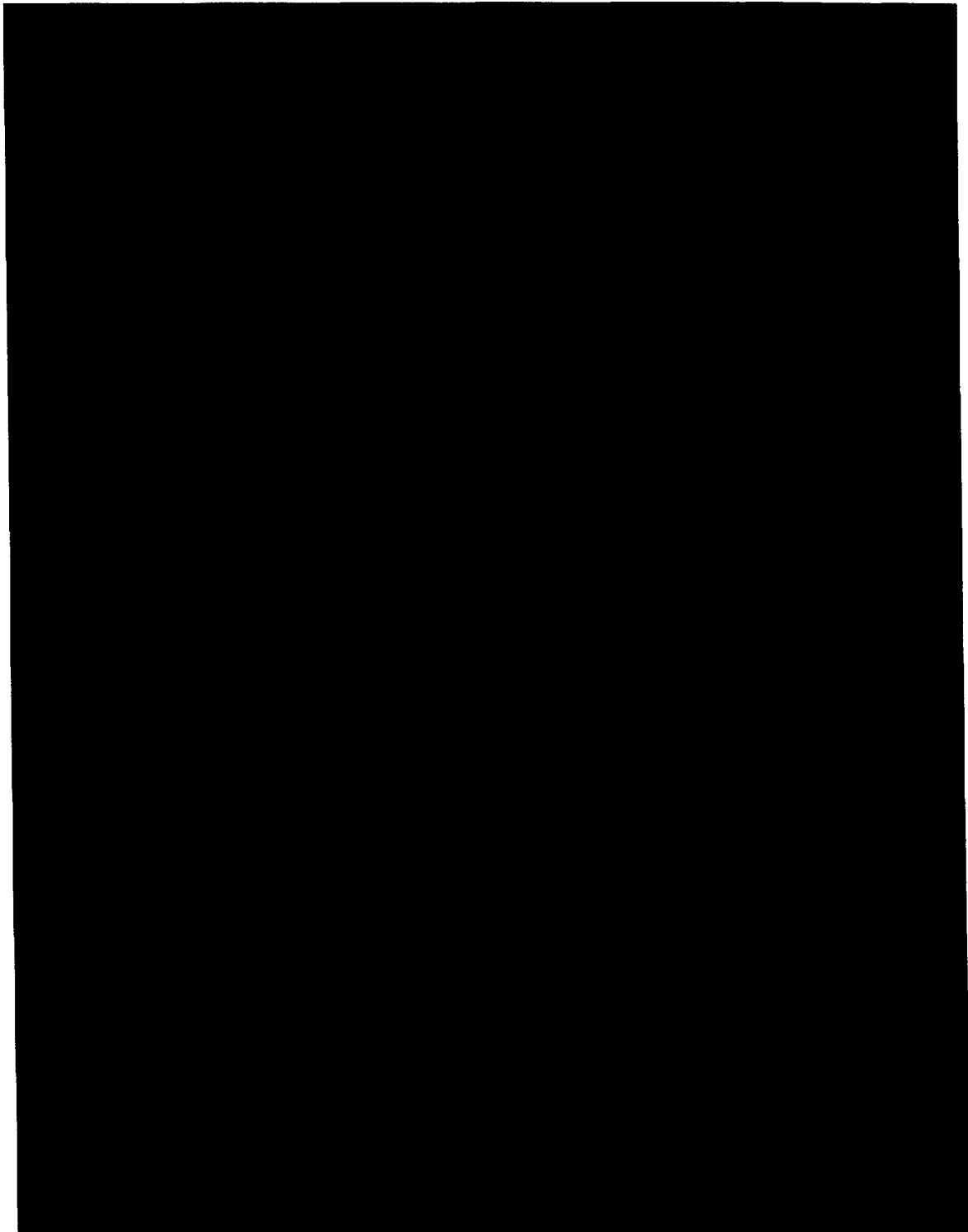


**Figure 9-17. Mitretek Sized the Number of MCAC Relief Planning Teams by Examining the Number of Simultaneous NPA Relief Planning Activities**



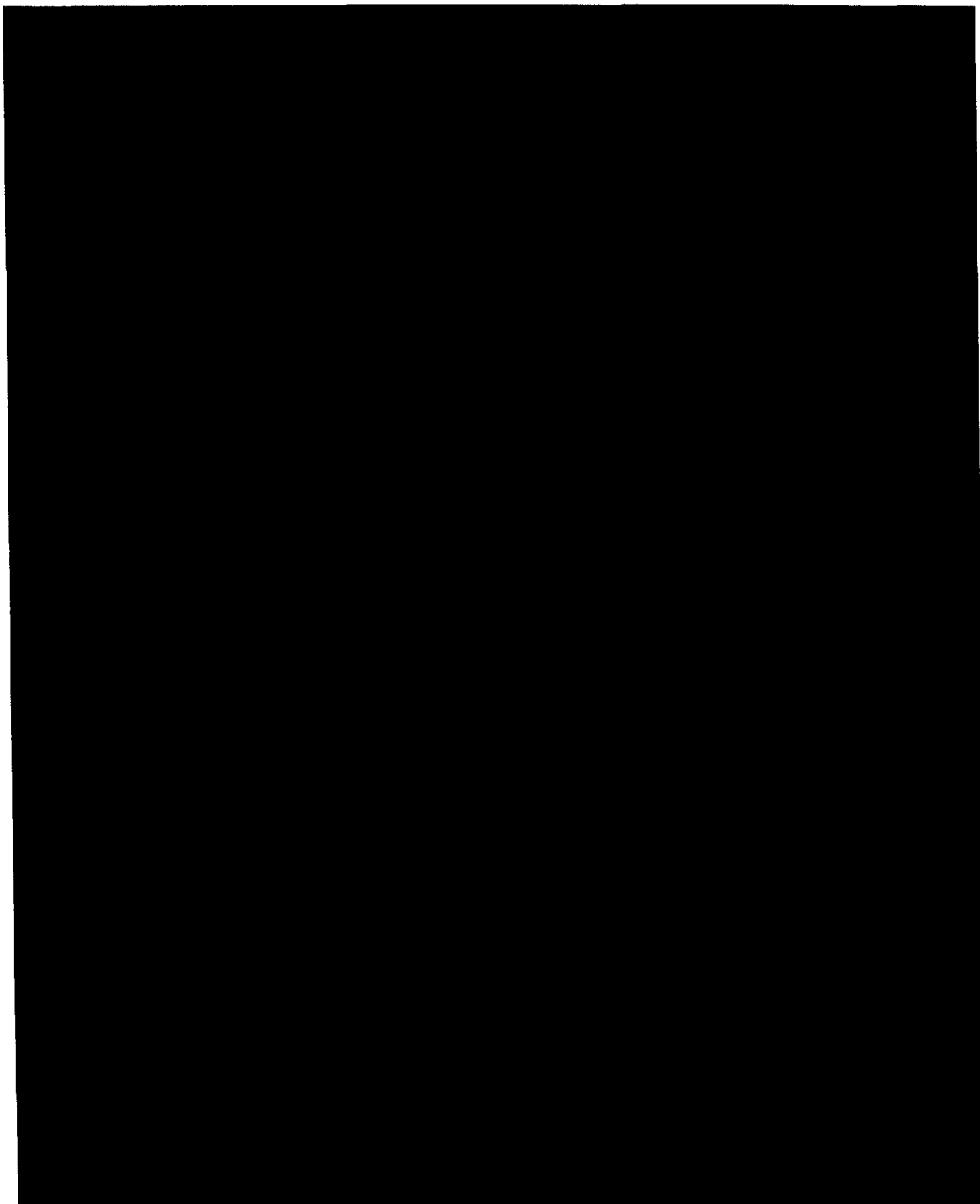
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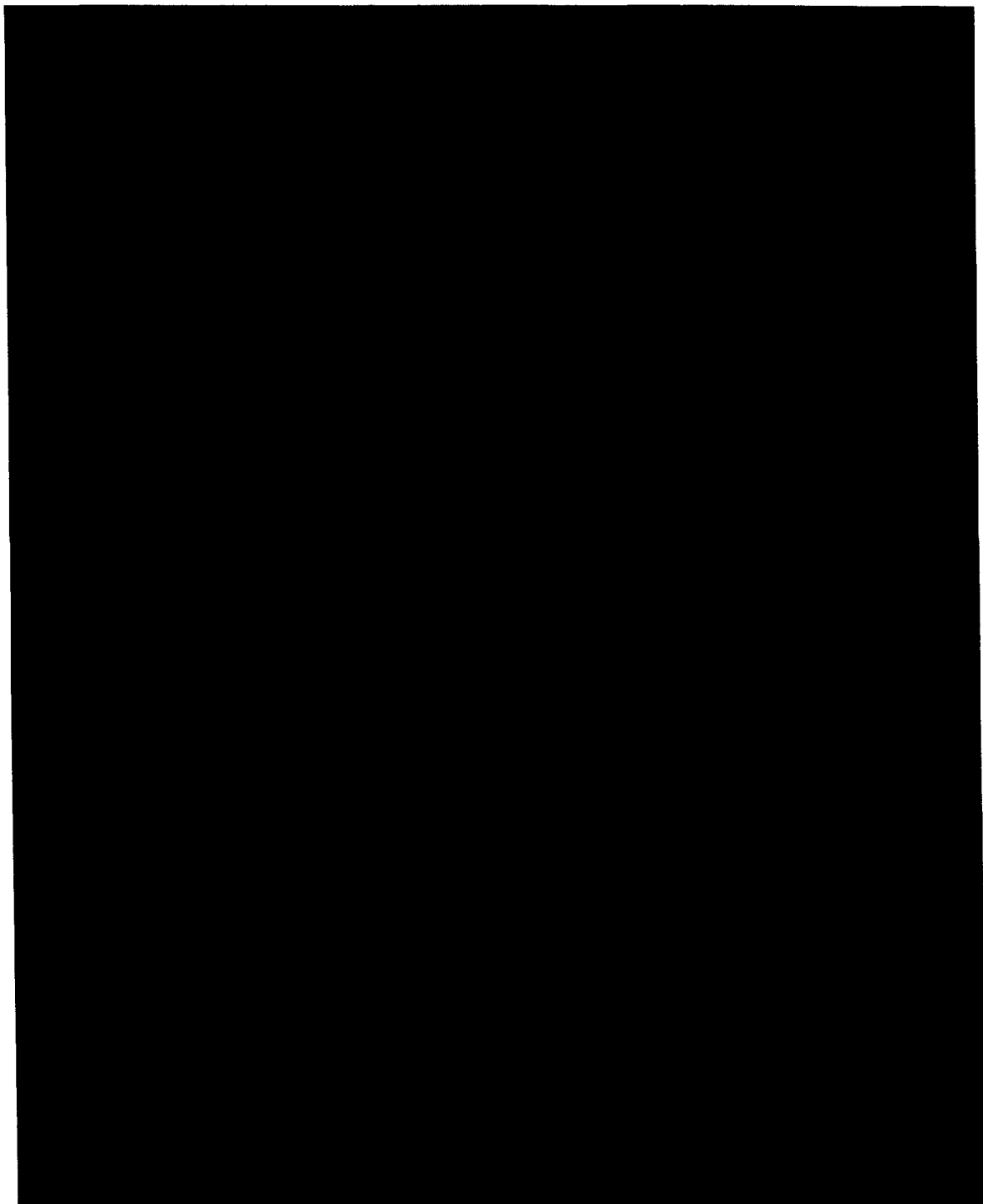
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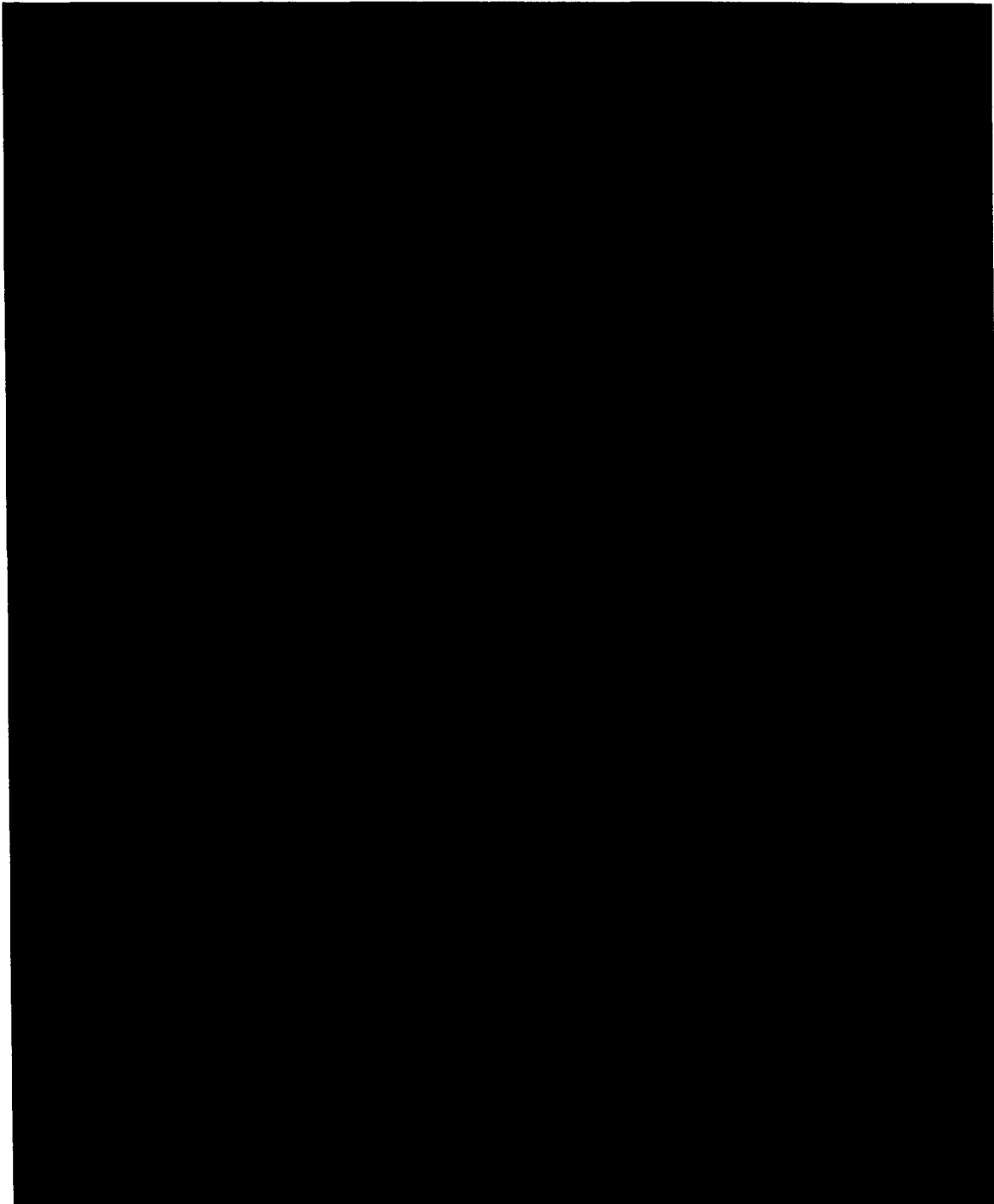
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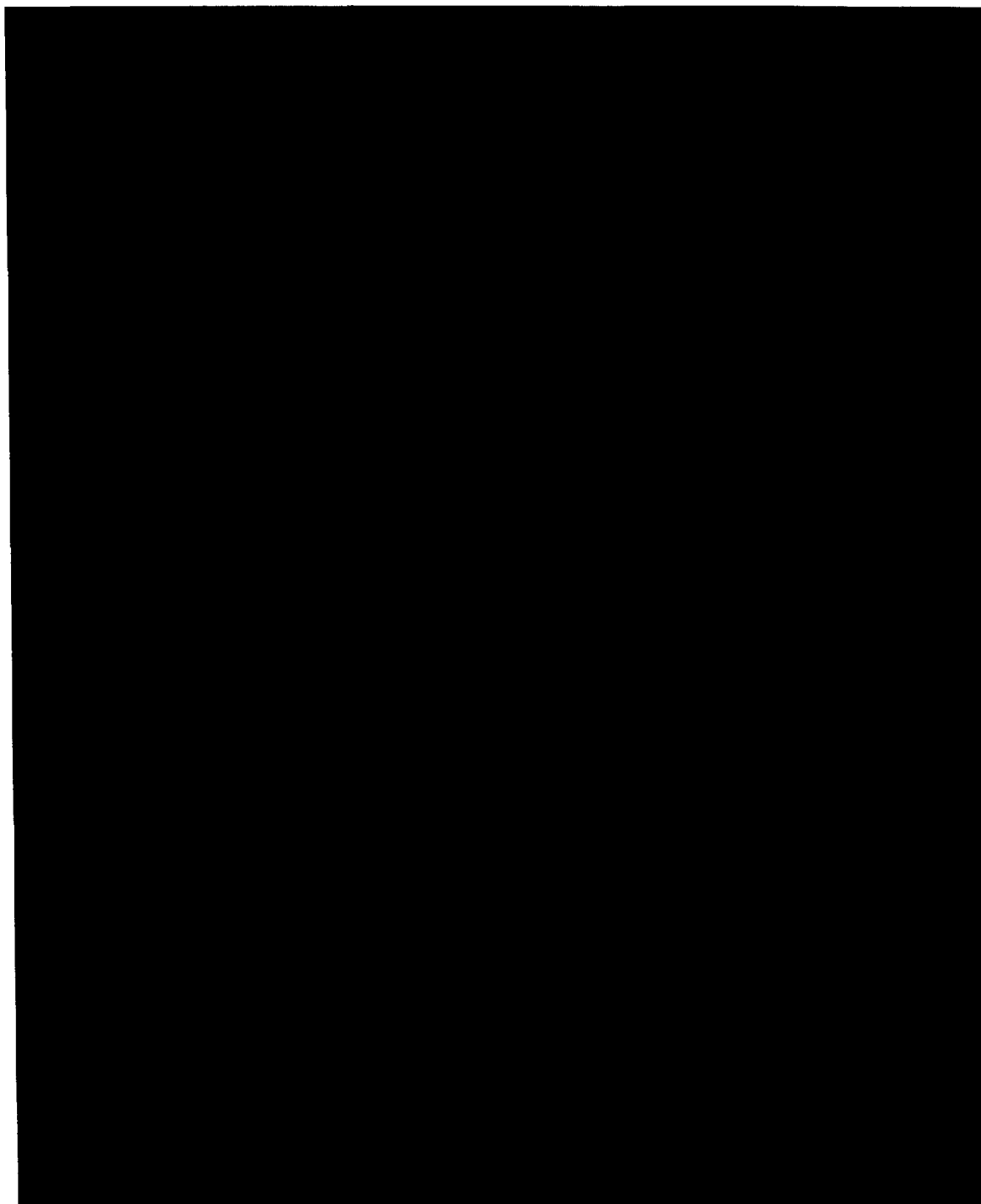
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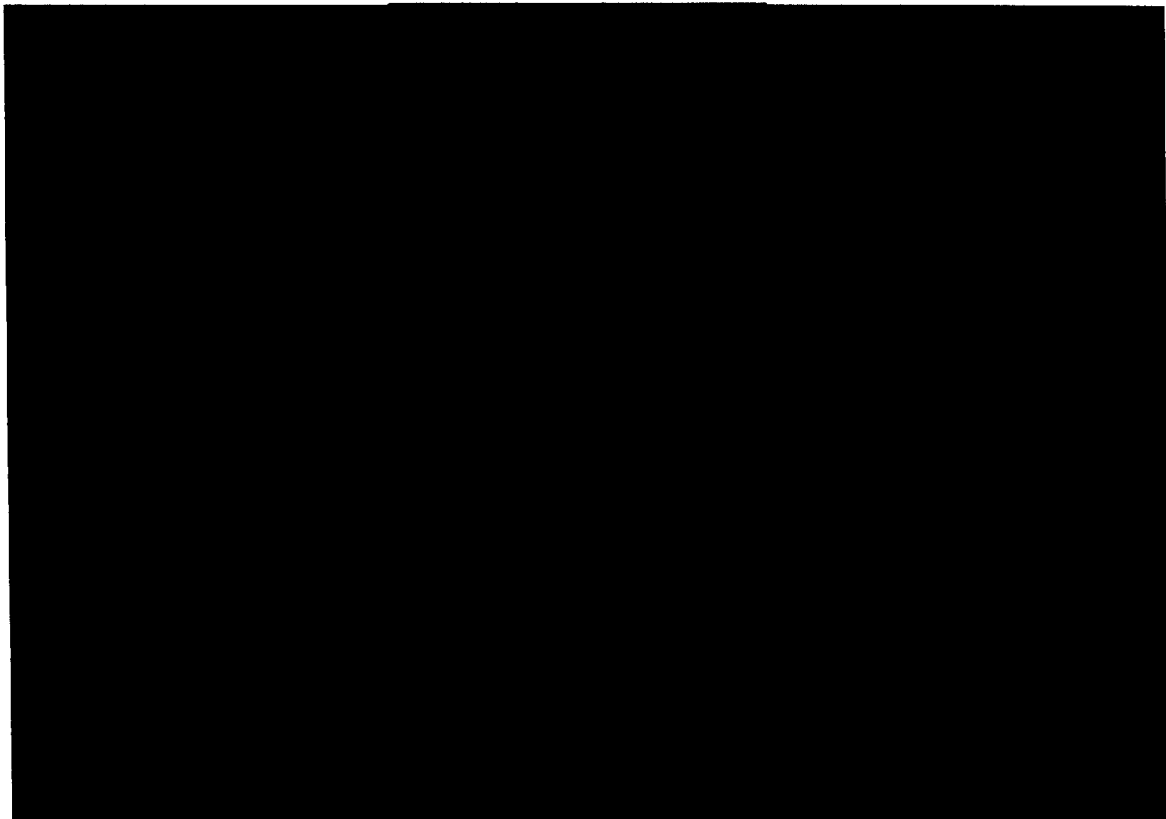
**Mitretek Number Administration Center (MNAC).** Figure 9-23 presents the organizational structure for the MNAC, which is responsible for the traditional NANPA functions, as well as limited centralized administration and support to the MCACs. ■

[illegible]

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Functional responsibilities are also shown in Figure 9-23.



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***Additional Mitretek Support.*** Supporting the Mitretek NANP Administration, but not shown as a dedicated organizational entity will be matrixed support for the development and implementation of the new, sophisticated models, tools, and databases (as discussed in Sections 9.2 and 9.6) to improve the quality, effectiveness, and efficiency of all NANPA and COCA functions. This matrixed support will not be dedicated to the Mitretek NANP Administration, but rather used primarily in the first 20 months of operations [REDACTED]

[REDACTED]

[REDACTED]

***Responsibilities of the Managers and Staff.*** Fundamental to successful organizations is an understanding of the role and responsibilities of all personnel. In order to ensure a responsive and quality transition of existing NANPA and COCA functions, as well as implementation of the sophisticated support tools and databases, Mitretek has developed the detailed position descriptions for every position in the proposed NANP Administration. These position descriptions are discussed in Section 3.1. ■

## Reporting Requirements

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**SECTION 9.6**

### **9.6 Reporting Requirements**

As the new NANP Administration, Mitretek will publish regular reports on assignments and other data concerning the resources it administers. An up to date Web site will provide unprecedented access to vital information. This information, as well as the statistics associated with assignment, will be derived from the NANP Administration Information System described in Section 9.2. Specific reporting requirements are discussed below. ■

#### **9.6.1 NANP Number Resource Reports**

The reports in this category are divided into three groups: routine reports for resources not designated in jeopardy, reports on high volume resources or resources approaching jeopardy, and Information Letters related to NPA code relief. The first category of reports will be published every six months. The data contained in the reports will be:

- Assigned resources
- Assignment rates
- Trends
- Projections
- Triggers for industry action



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All of the data contained in these reports will be derived automatically from the master databases. Trends and projections will utilize the advanced forecasting techniques developed by Mitretek.

For resources identified as requiring close scrutiny, the reports will be generated monthly. These resources are generally characterized by high assignment rates and projected exhaust within two years. During code relief situations, Mitretek will regularly issue Information Letters relative to the relief activities. All the reports described herein will be available on the NANPA Web site. ■

### 9.6.2 North American Numbering Plan Administration Annual Report

Mitretek will publish the annual report on the status of NPA and CO codes. This report will begin with:

1. A brief description of the NANP
2. A description of all resources assigned by the new NANPA and the appropriate point of contact
3. The significant events that occurred in numbering during the previous year.

An overview of relief methods will follow to put the report in context. The next sections will relate:

1. The latest COCUS forecast